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ABSTRACT

This self-instructional unit for supervisors and managers in the British hotel and catering industry is designed to prepare them for the more detailed units in this series, including those on food and beverage control, production, and provision. The document begins with advice on how to use the unit. Three sections cover the following topics: (1) the United Kingdom hotel and catering industry; (2) food and beverage management; and (3) the food and beverage management process. Each section contains trainee objectives and pencil and paper activities, with suggested answers, designed to help trainees meet the objectives. At the end of the unit, the trainees should be able to: (1) outline the size and structure of the UK hotel and catering industry; (2) recognize different methods of classifying the industry into sectors; (3) list the functions and responsibilities common to food and beverage management in all sectors; (4) describe the differences in role and responsibility between sectors; (5) distinguish between private and public sector employers; and (6) distinguish between captive and noncaptive markets. (CML)

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OPERATIONAL MANAGEMENT PROGRAMME

Food & Beverage Management

MODULE

AN INTRODUCTION

OPERATIONAL MANAGEMENT PROGRAMME

ACKNOWLEDGEMENTS

Food & Beverage Management An Introduction was first published in 1985 as part of *Food and Beverage Management* — produced under an Open Tech contract with the then Manpower Services Commission. *Food and Beverage Management* was written by Peter Jones. It was extensively revised in 1988. The text used in *An Introduction* has been edited and up-dated by Roy Hayter. Cartoons are by Ian West.

Peter Critten
Management Development Manager

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FOOD & BEVERAGE MANAGEMENT AN INTRODUCTION

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HOW TO USE THIS UNIT

The material in *Food & Beverage Management An Introduction* is presented in a self-instructional format. It will help you prepare for the more detailed study of:

- *Food & Beverage Control*
- *Food & Beverage Production*
- *Food & Beverage Provision.*

From time to time you will be asked to relate information given in the text to your own experience and knowledge. Space is provided below these activities for you to write your answers. Some suggested solutions to the questions are given on the following page.

You will also be referred to the set book *Food Service Operations* (published by Cassell Educational Ltd, London, 1988, ISBN 0 304 31566 4).

Delegates on one of the HCT food and beverage management courses will receive a number of assignments.

FOOD & BEVERAGE MANAGEMENT AN INTRODUCTION

SECTION 1 The UK hotel and catering industry

"I know this is meant to be fast food, but this is ridiculous!"

After completing this section you will be able to:

- outline the size and structure of the UK hotel and catering industry
- recognise different methods of classifying the industry into sectors.

The structure of the UK hotel and catering industry has changed over the years as the needs and expectations of its customers have developed.

The development of the industry is outlined on pages 15 to 17 of Food Service Operations. *Read section 1.6 noting below the different types of hotel and catering operation referred to. For instance in the first sentence hotels and railways are mentioned.*

You are likely to have noted the following:

- hotels
- railways
- coaching inns
- grill rooms
- tea shops
- restaurants
- public houses
- industrial catering
- popular catering
- Indian/Chinese restaurants
- school meals
- steak houses

The list indicates a wide range of operations but you can probably think of some more. Think of your own experience — as a customer, at work, on holiday and travelling. Write down below the other types of operation you know of.

Your list probably included the following:

- hospitals
- airlines
- holiday camps
- clubs
- old people's homes
- take-aways
- ships/ferries
- prisons

Many of these operations are associated with a particular style of service and price. The type of menu offered will differ with food and beverage operations. For example 11 types of restaurant are defined in one study of the structure of the food service industry in the USA:

1. Take-away
2. Snack stand
3. Limited menu, low price, self-service
4. Limited menu, low moderate price, self-service
5. Limited menu, moderate price, service
6. Full menu, low moderate price, service
7. Full menu, low moderate price, self-service
8. Full menu, moderate price, service
9. Full menu, moderate high price, service
10. Luxury menu, high price, guéridon
11. Social caterer

Read section 1.5 of Food Service Operations *(pages 7 to 15). For each of the categories of restaurant in the Spectrum classification think of one or two examples from the UK and write them down below.*

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

1. Kentucky Fried Chicken
   Fish and chips
2. Hot dog stand
   Ice cream van
3. Staff canteen
4. Fast food chains such as McDonalds, Burger King, Wimpy
5. Happy Eater, Beefeater Steak Houses, Pizza Express
6. Ethnic restaurants (Indian, Chinese, etc.)
7. Motorway restaurants
8. Speciality restaurants such as My Kinda Town, Drummonds Bar-Cafés
9. Three/four-star hotel restaurants
10. Five-star/luxury hotels
11. Outdoor caterers at events like Henley, Ascot, e.g. Ring and Brymer

The Spectrum classification uses as its basis service style. Another USA classification uses sophistication and originality as its basis, while the UK's Standard Industrial Classification uses economic activity. Peter Jones bases his classification on operational features. Although the eight sectors have an important feature in common —they are all in the business of serving food and drink — each has distinctive operational features.

Look at the classification of the hotel and catering industry presented by Peter Jones in Food Service Operations *(page 15). Try and establish what particular feature makes each sector different from the other sectors. Note your views below.*

1. *Hotels*
2. *Restaurants*
3. *Public houses*
4. *Fast food*
5. *Industrial*
6. *Institutional*
7. *Transport*
8. *Outside*

The headings to chapters 2 to 9 of *Food Service Operations* give a clue

1.	Hotels	facility for residential guests
2.	Restaurants	the typical eating out place
3.	Public houses	mainly interested in selling alcohol
4.	Fast food	provide packaged meals
5.	Industrial	workplace facility
6.	Institutional	feeding people unable to feed themselves
7.	Transport	meals on the move
8.	Outside	temporary location

The UK hotel and catering industry

HCTB estimates	Employees *(1988)*	Establishments *(1987)*
Hotels, guesthouses and other tourist accommodation	306,700	36,170
Restaurants, cafés and snack bars	251,500	66,947
Public houses	290,100	70,927
Clubs	156,100	35,213
Contract catering	139,900	12,000
Education	326,400	37,672
Medical/health services	192,500	12,000
Recreation and cultural services	273,200	19,000
Travel	25,500	1,100
Public administration and national defence	49,500	1,600
Retail distribution catering	33,400	n/a
Personal and domestic catering	78,200	n/a
Industrial and office catering	125,800	14,000
	2,248,800	—

Think about the size and structure of the industry and what this means for management and staff. Read sections 1.7, 1.8 and 1.9 in Food Service Operations *(pages 17 to 23) and study the figures opposite. Note below what this information tells you about the industry.*

The UK hotel and catering industry is very large. It has more operating units than any other industry, with the possible exception of retailing. It is one of the country's largest employers and is likely to continue its recent record of creating new jobs. Its turnover and foreign exchange earnings contribute a great deal to the economy.

It is easy to think in terms of big hotels, large restaurant chains and major brewing and leisure companies. Yet much of the industry is unsophisticated and operates on a small scale. For example of the estimated 36,000 hotels, guesthouses and other tourist accommodation, only 2100 establishments are group-owned. And there are nearly 9500 fish and chip shops, of which 95% are privately owned.

Section 2 will look at how food and beverage management differs between one sector and another.

SECTION 2
Food and beverage management

After completing this section you will be able to:

- list the functions and responsibilities common to food and beverage management in all sectors
- describe the differences in role and responsibility between sectors
- distinguish between private and public sector employers
- distinguish between captive and non-captive markets.

FOOD & BEVERAGE MANAGEMENT

In the previous section you looked at the structure of the hotel and catering industry. You know that there is a very wide range of establishments and that these can be grouped or classified according to service style, size, number of staff, turnover and so on.

Most hotel and catering operations provide meals and drink, yet the food and beverage management function will vary considerably from one establishment to another. Read sections 2.2 (pages 25 and 26), 5.4 (pages 70 to 75) and 9.6 (pages 141 and 142) from Food Service Operations *and case studies 7.2 (pages 111 to 113) and 9.1 (pages 142 to 144). As you do so note below what the manager in charge of the food and beverage function does in each operation.*

Hotels

Fast food

School meals

Outside catering

Hotels	1. Monitor suppliers. 2. Check foodstuffs received. 3. Maintain standards. 4. Oversee staffing. 5. Promote sales. 6. Deal with customer relations. 7. Appraise cost. 8. Maintain gross profit.
Fast food	1. Train and develop staff. 2. Organise staff rosters. 3. Carry out daily financial control. 4. Look after customer relations. 5. Monitor standards.
School meals	1. Establish staffing levels. 2. Monitor spending. 3. Develop menu patterns. 4. Establish selling price.
Outside catering	1. Deal with customer relations. 2. Plan production/service areas. 3. Establish stock levels. 4. Ensure security of premises. 5. Control stock. 6. Train staff. 7. Monitor standards of performance.

Even this limited comparison raises an important question: what is the person in charge of the food and beverage function actually managing?

In a medium to large hotel there will usually be a food and beverage manager on the management team. He or she will be responsible for the food preparation and food service departments: kitchen, restaurant, coffee shop, banqueting and so on. In fast food units the store manager usually has responsibility for food and beverages. In school meals the catering officer will have these responsibilities for a number of outlets. In outdoor catering a team of people may be jointly responsible for organising and running each function.

As Peter Jones points out in the preface to *Food Service Operations* the title 'manager' means different things in different sectors. Even the so-called food and beverage manager may not perform some of the tasks normally associated with food and beverage management such as compiling menus.

Useful distinctions can be made between private and public sectors and between captive and non-captive markets. The private sector is made up of companies, partnerships or owner-proprietors in business (usually) to make a profit for themselves. Public sector organisations are controlled and often owned by government or a local authority.

When the consumers have little or no choice about where to eat they can be regarded as a captive market. The inmates in a prison are a captive market. People in town to do their shopping or taking a lunch break from work are a non-captive market. They generally have a wide choice of eating and drinking establishments or may choose to eat their own food.

Consider each of the following operations. Is it in the private or the public sector? Is it serving a captive or non-captive market? Tick the appropriate column(s).

	Sector		*Market*	
	Private	*Public*	*Captive*	*Non-captive*
Hotel				
Train buffet car				
Public house				
Fast food unit				
Staff cafeteria/canteen				
Hospital				
Infants school				
Take-away				
Airline catering				
Boarding school				

	Sector		Market	
	Private	Public	Captive	Non-captive
Hotel	✓			✓
Train buffet car	✓	✓	✓	
Public house	✓			✓
Fast food unit	✓			✓
Staff cafeteria/canteen	✓		✓	
Hospital	✓	✓	✓	
Infants school	✓	✓	✓	
Take-away	✓			✓
Airline catering	✓		✓	
Boarding school	✓		✓	

In spite of the differences between the various types of operation, it is possible to identify some common areas of responsibility for food and beverage management:

planning, directing, controlling } { the product, the staff, the premises and plant

Section 3 looks at how the manager goes about managing these areas. But first look at who does what in food and beverage management in the establishment in which you work (or one you know well).

Start by sketching below an organisation chart for your workplace (there is an example on page 37 of Food Service Operations*).*

Against each item on the following checklist write down the job title of the person in your workplace who is responsible for the activity.

1. *Planning the menu*
2. *Pricing the menu*
3. *Ordering food items*
4. *Ordering liquor*
5. *Checking-in deliveries*
6. *Stock-taking*
7. *Working out food cost and/or gross profit*
8. *Dealing with customer complaints*
9. *Managing food preparation/food and beverage service staff*
10. *Selecting new staff*
11. *Training*
12. *Arranging restaurant seating*
13. *Taking reservations*
14. *Dealing with guests*
15. *Purchasing new equipment*
16. *Promoting food and drink sales*

SECTION 3
The food and beverage management process

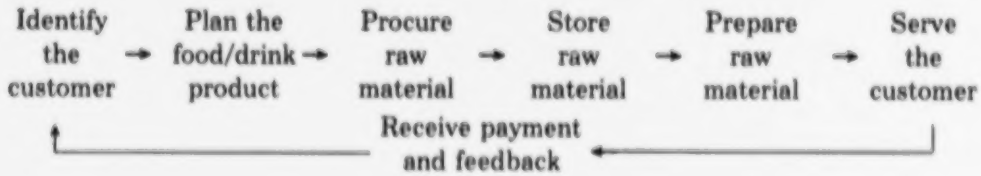
"Tell Chef to cut down on the chilli tomorrow."

After completing this section you will be able to:

- explain what is meant by a 'systems approach' to food and beverage management
- identify the processes for which the manager of food and beverages is responsible.

Adopting a 'systems approach' simply means breaking down the activity in order to identify the separate stages in the process. You may recall from your schooldays a diagram illustrating how rainfall is produced.

You cannot feel or touch food and beverage service so it is not quite as easy to draw a systems diagram as it is for rainfall or manufactured products. So a diagram showing the provision of a meal or drink cannot properly take into account the customer's expectations, for example for polite and caring service.



Understanding the customer is the essence of good marketing. Read chapter 11 of *Food Service Operations*.

An important feature of the provision of a meal diagram is the feedback loop. The food and beverage manager must always be aware of what the customers think of the products and services and be prepared to alter what is offered. This may mean changing the menu, altering prices, offering a different form of service, extending the range of drinks available and so on.

Once the product has been established the manager will, if it is a new operation, equip the premises and recruit the staff. The necessary food items and liquor stocks must be purchased, some for immediate use, others will probably be bought in bulk and stored for use over anything from a few weeks to several months or longer. The transformation of the raw materials to finished product can be quite complex, for example preparing a lobster soufflé, or very simple like offering water with whisky. It is usual in the hotel and catering industry to serve or sell the product immediately after it is prepared although specialised systems such as cook chill allow for a delay.

Once the customers have been served and consumed the product the caterer receives payment and perhaps some feedback. At this point the process starts again.

This completes *Food and Beverage Management An Introduction*. You have been asked to think about what is meant by food and beverage management, to relate this to your place of work and to make some comparisons with other types of catering outlets.

Take this book and any other notes you have made along to your food and beverage management course.

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